Workforce Planning Guide

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Workforce Planning Model Steps	What This Step Accomplishes
1. Choose the Scope	Determines our focus – could be long or short term – could be a specific business unit (focus area), an initiative, or specific problem (such as a focus on certain classifications).
2. Define the Context	Gives us a comprehensive view of relevant business plans and trends in our environment; we discern strategic intents and business outcomes that the customer cares about
3. Understand the Work Functions	Describes the work that needs to be performed to meet the strategic intents/ produce business outcomes (per timeline in scope).
4. Determine Future Staffing Demand	Describes the required workforce characteristics (i.e. skills, knowledge, & abilities; classifications) to carry out future work functions. (We may need to know distribution, as well.)
5. Determine Future Staffing Supply	Projects available workforce characteristics to meet the demand Our intent is to project "gross gap" – assume no replacement of attrition-, and "status quo gap" – use current policies and practices to project the supply.
6. Conduct a Gap Analysis (See Sample Chart in Appendix A)	Determines the difference between projected supply and demand and shows us where we may not have an adequate workforce to perform future work functions; Conversely, can show where supply exceeds the need.
7. Determine Gap Priorities	A risk assessment for each gap – how are strategic intents and desired outcomes impacted by the gap? Provides focus for Step 8 "Solutions".
8. Develop a Solution	We consider, develop, and decide on solutions – includes reviewing policies, procedures, & practices.
9. Implement the Solution	We implement the workforce plan/solutions – may include a written implementation plan.
10. Evaluate the Results	We evaluate the workforce planning effort and the implementation plan results.

Step 1 – Define the Scope

THINGS TO DO

1. Identify the sponsor then meet to clarify expectations.

2. Gather information about the focus areas by asking questions (what's working, what's not, what's needed, talking to staff and customers).

3. Determine to what extent the focus areas are available to work on planning efforts (staff, workload, resources).

4. Define the start and end date (Are either flexible).

5. Select issue, initiative, or program area that is the scope of planning effort.

6. Define the specific problem being addressed.

7. Identify and document what is in and out of scope.

8. Define and document the desired outcome and measurable results.

9. Define the deliverable (What do you produce at the end of your effort as your final result. For example, do you produce an issue paper or do you complete a full project which includes implementation).

10. Document findings such as expectations of the stakeholders, brief history of program, and summary of interviews.

WHY IS IT IMPORTANT?

Choosing a specific problem or program area for the planning effort is important because it allows the team to agree on the assignment. The scope defines a direction for the project, and it allows the team to know what to evaluate.

The scope will set the parameters for the effort, which will assist the team in identifying the stakeholders who need to be involved to ensure success.

KEY CONSIDERATIONS

Don't Recreate the Wheel

- Build on existing programs/initiatives that may already be addressing your scope.

- Use existing resources, data, and expertise within the department (i.e. budget data, human resources data, recruitment data).

- Involve customers, program, human resources, recruitment, and budget staff.

- These areas can assist with:
    - o Employee Engagement
    - o Recruitment/Retention
    - o Retirements
    - o Loss of Institutional Knowledge

Be Successful

- Pick something that will really make a difference to the department, management, and the program area.

- Pick a manageable scope given resources and timeframe constraints.

- Focus on an area where the staff size is manageable.

- Choose the skill and experience level of your team to support the scope.

- Remember to consider the department's external priorities throughout the project.

Tools and Resources

- Business and Strategic Plans
- Vision Documents
- Organizational Charts and Duty Statements
- Human Resources and Budget Data
- Focus Groups and Workshops
- Facilitators
- FTBNet2

1 – Choose the Scope

The following questions may assist you when you are choosing the scope for your workforce planning effort:

1. What are your workforce planning objectives?

_____
_____
_____
_____
_____

2. What priority would you assign to each objective?

_____
_____
_____
_____
_____

3. What specific workforce issues/problems are you facing?

_____
_____
_____
_____
_____

4. What are the timeframes required to resolve each of the issues/problems?

_____
_____
_____
_____
_____

5. What is the consequence if each issue/problem is not resolved in the required timeframe?

_____
_____
_____
_____
_____

6. What is the desired outcome and the deliverable for your workforce planning effort?

_____
_____
_____
_____
_____

2 – Define the Context

1. Review available strategic and business plans that impact the focus area and the department to determine trends and environmental changes.

2. Identify current and future focus area programs and workloads.

3. Interview focus area staff with different experience levels to determine the customer's current and future business needs. Also, identify any trends or resource shortages impacting their ability to provide service.

4. Conduct focus groups with major customers to determine their current and future business needs.

5. Review the focus area's human resource data regarding attrition, recruitment, and retirements.

6. Identify and document the focus area's vital business outcomes and strategic intents.

7. Conduct a trend analysis and environmental assessment to identify the focus area's risk.

WHY IS IT IMPORTANT?

A broad look at the issue or program area is important to:
- Identify your customer's critical future needs.
- Understand your future vision.
- Understand the legislative or political environment.
- Understand the organizational culture.
- Develop a useful and successful workforce plan.

KEY CONSIDERATIONS

What Is the Bigger Picture?

- Understand relevant business and strategic plans

- Look at future trends:
    - Employment Trends
    - Salary Trends
    - Technology Trends

- Consider environmental factors:
    - Legislative
    - Political
    - Economic

- Focus on the future:
    - Customer's Expectations
    - Future Goals

Remember the Employee

- Productive employees are essential to meet the customer's current and future business needs. To succeed, you must maintain an organizational culture that supports the employee.

- Consider the employee work environment:
    - Employee Morale
    - Alternate Work Schedules
    - Telework
    - Employee Recognition
    - Career Opportunities

Tools and Resources

- Business and Strategic Plans (i.e. Audit 2015, Filing 2010)
- Human Resources Data (Attrition Data, Recruitment Data, Retirement Reports)
- Trend Analysis Data
- Stakeholder Value Research Group for Focus Groups
- Legislative Bureau Website

- DPA Website, SPB Website, EDD Website
    – Employment Information
- Business Section of the local newspaper (past year)

2 – Define the Context

The following questions may assist you with defining the context for your workforce planning effort:

1. What direction is the department taking?

2. How are the department and its culture changing?

3. What are the key issues and challenges facing the department that will affect its mission, values, strategies, and goals?

4. How will the department's organization structure look in 3 to 5 years? How will the current structure evolve?

5. What are the customer's expectations? How are they changing?

6. How might technology change the way we work?

7. What is the state legislature considering that might impact our department?

8. What federal legislation is being considered that might impact our department?

9. What provisions are likely to arise during negotiations with the unions and what impact might they have on us?

10. How are worker expectations changing?

11. What are the employment trends at the state and national level?

3 – Understand the Work Functions

1. Review desk and procedure manuals, duty statements, organization charts, and class specifications.

2. Interview staff and customers.

3. Define the major functions in the focus area which produce the business outcomes that are important to the customer.

4. Identify and prioritize the business outcomes produced (products or services).

5. Identify and focus on the most critical tasks associated with the high priority business outcomes. Do not focus on any work functions that are not important to the customer, will go away in the future, etc.

6. Determine how the work functions are currently accomplished and consider how this may change in the future. Consider the tasks or technology used to complete the work.

7. Identify new work functions that may be assigned to the focus area.

8. Determine the required competencies for the future workforce and document the results.

WHY IS IT IMPORTANT?

To understand the current and future work functions of the focus area. It also defines the processes used to achieve the desired business outcomes. This process helps you to:

- Understand the current tasks and how they may change in the future.
- Establish competencies for the future workforce.
- Anticipate how changes to the current tasks may impact the competencies required in the future.

KEY CONSIDERATIONS

Where is the Crystal Ball?

- How may changes in the environment, legislation, technology, recruitment, and labor market issues, or politics impact future work functions?

- Are business process reengineering efforts likely to significantly change how the work is performed?

- Use vision documents, such as Continuity Planning and Pandemic Flu Planning documents, to determine your critical work functions.

Remember the Customer

- Only focus on work functions that result in products that matter to the customer.

- To determine if a work function is critical, consider what would happen if the work function was not done.

- Consider whether the work functions performed today will be important to customers in the future.

Tools and Resources

- Business and Strategic Plans (i.e. Audit 2015, Filing 2010)
- Budget Concept Proposals
- Duty Statements
- Organization Charts
- Class Specifications
- Procedure and Desk Manuals
- List of Tools required to perform work

- Recruitment Data
- Performance Measures
- Staff Experience (gained from observation or interviews)
- Interview Documentation
- Job Analysis
- FTBNet2/Internet

3 – Understand the Work Functions

The following questions may assist you with understanding the work functions for your workforce planning effort:

1. Which work functions will remain unchanged?

_____
_____
_____

2. Which work functions may be discontinued or outsourced?

_____
_____
_____

3. How might existing work functions be enhanced or changed and what affect will that have on the work performed and on the human resource needs?

_____
_____
_____

4. Will any work functions be consolidated?

_____
_____
_____

5. Are any process changes being proposed (business process reengineering efforts) or have other factors changed which may result in an increase or decrease in work?

_____
_____
_____

6. Are changes occurring in other divisions, or work units, which will impact the work functions?

_____
_____
_____

7. How will work flow into each part of the department in the future? What will be done once it reaches your work unit and where will the work go from there?

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_____
_____

8. Is the department planning to offer new services, which will add new work functions to your unit?

_____
_____
_____

9. What technology changes will be made, or new technology introduced, that may impact your work functions?

_____
_____
_____

4 –Determine Future Staffing Demand

1. Review list of work functions and associated tasks developed in Step 3.

2. Review work plans, strategic plans, Schedule 1(Spending Plan), budget concept proposals, procedure manuals, duty statements, timesheets, etc.

3. Interview and acquire input from staff on work techniques (may want to use a focus group).

4. Review customer's expectations and desired business outcomes.

5. Identify the current number of staff performing the work and their classifications. Determine whether the classifications are meeting the program needs.

6. For each classification, determine if a change to the experience, education, or competencies will be required in the future.

7. Identify the Knowledge, Skills, and Abilities (KSA) required to perform each work function based on the tasks involved. Identify any new KSAs that will be required in the future.

8. Document the results (charts or graphs may be helpful).

WHY IS IT IMPORTANT?

Determining the future staffing demand for the focus area is essential to:

- Ensure that you meet your strategic goals.
- Meet customer expectations and maintain a quality product.
- Identify the KSAs that are required of the future workforce to meet the business outcomes and maintain a qualified staff.

KEY CONSIDERATIONS

Don't Forget To…

- Keep the customers and business outcomes in mind.

- Seek assistance from Human Resources on classification issues.

- Consider future mandated work functions.

- Ensure key team members from different demographics participate in all workshops.

- Consider employee morale.

- Consider environmental changes (legislative, political, economic).

Ask Yourself…

- What would happen if we didn't have employees with the KSAs needed?

- What classifications and KSAs are critical for future work functions?

- What level of education and experience are you going to need in the future?

- Is the level of education or experience required or desirable?

Tools and Resources

- Business and Strategic Plans (i.e. Audit 2015, Filing 2010)
- Exam Bulletins and Job Opportunity Notices
- Duty Statements
- Organization Charts
- Class Specifications
- Desk and Procedure Manuals

- Schedule 1 (Spending Plan)
- Work Plans/Resource Plans
- Budget Concept Proposals
- Job Analysis
- List of Tools required to perform work
- Human Resources Staff
- Stakeholder Value Research Group

4 – Determine Future Staffing Demand

The following questions may assist you with determining the future staffing demand for your workforce planning effort:

1. What is the current and future volume of work? Are you able to meet the current volume of work? If the amount of work is anticipated to increase or decrease in the future, when will this change occur? Are there any new workloads that you anticipate performing? If so, when will this occur?

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_____

_____

_____

2. How many staff by classification does it take to perform the work today? How will this change in the future?

_____

_____

_____

_____

3. What are the competencies and KSAs required to perform the work? How will this change in the future?

_____

_____

_____

_____

4. What classifications possess the competencies and KSAs required to perform the work?

_____

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_____

5. Are there changes needed to the classification plan (i.e. create a new classification, change a class specification) to address the competencies and KSAs?

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6. Are there geographic staffing challenges (i.e. in the field offices) that impact staffing demand?

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_____

7. What impacts will technology, the budget, business process reengineering, legislation, vacancies in other units, other state departments, or the private sector have on your future staffing demand?

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_____

5 –Determine Future Staffing Supply

THINGS TO DO

1. Review current staffing levels and classifications to determine the current demographics of the work unit.

2. Document the education, experience, and special skills of the existing staff. (Charts or graphs may be helpful).

3. Attain staff's future career plans.

4. Look at the work environment. Determine factors such as employee morale, workload, or training that impact recruitment and retention.

5. Determine the anticipated attrition rate for each classification. You can attain data regarding past attrition rates and trends in turnover from Human Resources.

6. Use the current attrition rates for each classification to determine the future supply needs.

7. Talk to managers in other areas of the department who use similar classifications. Are they expecting any changes in their staffing levels which may impact your area (i.e. will they be looking to either significantly increase or decrease staff in classifications that you utilize)?

8. Document the results.

WHY IS IT IMPORTANT?

Determining the future staffing supply for the focus area is essential to:

- Understand existing staff's education and experience levels.
- Anticipate future staff turnover and attrition.
- Understand staffing vulnerabilities.
- Ensure a continued supply of staff with the necessary KSAs to meet the customer's desired business outcomes.

KEY CONSIDERATIONS

Think About the Staff

- Remember that subject matter expertise cannot be replaced by classification alone.

- Recognize that experience in the program area is essential to maintaining continuity.

- Consider the importance of employee morale on the recruitment and retention of employees.

- Create an environment that provides opportunities for employee career development in order to retain skilled and engaged employees.

Plan for Change

- Communicate with staff so you can anticipate turnover and plan for staffing changes.

- Know what is going on in the department and in the State. Are there other areas of the department or State Government that will have excess staff with skills that you need? Don't forget to consider the private sector too.

- Create training plans today to give existing staff the skills they need to address future skill gaps.

Tools and Resources

- Duty Statements
- Organization Charts
- Class Specifications
- Schedule 1 (Spending Plan)
- Work Plans/Resource Plans
- Budget Concept Proposals
- Human Resources Statistical Data (i.e. attrition, recruitment, and retirement data)
- Time Sheet Data
- Tables or Charts Reflecting Staffing Levels by Classification/Experience/Education

5 – Determine Future Staffing Supply

The following questions may assist you when you are determining the future staffing supply for your workforce planning effort:

1. What are the attrition rates in your area now? What are the projected rates in the future? Are the factors affecting your attrition rates likely to change or remain constant?

_____
_____
_____

2. What are the education and experience levels of the current staff? What competencies and KSAs do they possess?

_____
_____
_____

3. How will you determine if existing staff possess the required level of competencies or KSAs?

_____
_____
_____

4. Is there an adequate supply of people to recruit from (i.e. eligible lists, transfers from the same or similar classifications, private industry)?

_____
_____
_____

5. Do you anticipate any reorganizations which could impact the staffing supply?

_____
_____
_____

6. Are there employment trends within state government or the community which could impact staffing supply (i.e. State Restriction of Appointment at other departments, hiring at the IRS, etc.)?

_____
_____
_____

7. Are there other factors that could impact staffing supply in the future (i.e. technology changes, legislation, etc.)?

_____
_____
_____

6 – Conduct a Gap Analysis

1. Compare future demand and supply to determine the staffing gap for each classification, education, and experience level.

2. Project when each gap occurs (i.e. 1 year, 3 years, 5 years).

3. Identify potential candidate sources such as internal promotions, transfers, and external hires.

4. Review recruitment needs for external hires. Are any existing recruitment plans or activities sufficient to fill the gap? Consult with the Departmental Recruitment Team if appropriate.

5. Review the exam schedule. Are the existing eligibility lists or upcoming exams sufficient to fill the gap?

6. Look at the upcoming training schedule. Is training available to provide staff the KSAs necessary to close the gap.

7. Consider surplus staff available in other areas when evaluating the size of your workforce gap.

8. Document the gap analysis using all of the above factors.

WHY IS IT IMPORTANT?

A thorough gap analysis is the foundation for determining the future gap between workforce supply and demand. A thorough gap analysis:

- Identifies the appropriate classifications and number of employees needed in the future.
- Identifies future staffing needs.
- Identifies training and recruitment needs for future staff.
- Identifies the career development and training needs of existing staff.
- Identifies business areas that use similar classifications and recruit from the same pool of staff.

KEY CONSIDERATIONS

And While You Are Analyzing…

- Consider any workloads no longer appropriate for the focus area that results in excess staff.

- Consider changes in technology that impact the size of the workforce gap.

- Consider when a staffing shortage or overage will occur since this impacts possible solutions.

- Consider how retraining opportunities impact the workforce gap, making sure not to create an out-of-class situation.

Remember to Communicate

- Communicate workforce needs and issues with program areas to identify similarities.

- Think about change management and what you communicate to staff. Remember that you are planning for a workforce gap three to five years in the future and do not want to send a message of preselection or downsizing.

Tools and Resources

- Organization Charts
- Class Specifications
- Exam Schedules
- Exam Bulletins
- Aspen – Training Schedules, Training Classes

- In-Service Training
- Out-Service Training
- Department Recruitment Team Website and Strategic Plan
- Personnel Management Consultants in the Business and Human Resources Bureau

6 – Conduct a Gap Analysis

The following questions may assist you in conducting a gap analysis for your workforce planning effort:

1. When you compare the future demand to the future supply, is there a gap? If so, when will the gap occur (i.e. 3 years, 5 years, 10 years)?

_____

_____

_____

2. If there is a gap, will you have too many staff or too few staff by classification?

_____

_____

3. What will occur if the gap is not addressed (i.e. what critical business outcomes will not be met)?

_____

_____

4. Based on the identified gap, are there tools available to close the gap? In order to determine this, the following questions will be helpful:

  • What is the best source for filling the workforce gap (external hire, promotion, transfer, training and development assignment, etc.)?

    _____

  • Is external recruitment required and could the Departmental Recruitment Team assist you?

    _____

  • Are there eligibility lists that can be used, is an exam scheduled, or do you need to request an exam? If you request an exam, will your staff be qualified to take the exam?

    _____

  • Is there an appropriate list that would meet your hiring needs?

    _____

  • Are there other areas within the department or within state government where you can draw your candidate pool?

    _____

  • Does existing staff need training to enhance their competencies and KSAs? If so, is training available? Do you need to develop specialized training?

    _____

  • Are there any classification issues that need to be addressed to close the workforce gap?

    _____

5. How will you communicate the results of your workforce planning efforts to staff? How will you avoid sending an erroneous message that could be misinterpreted as preselection, downsizing, reorganization, phasing out of work, etc.?

7 – Determine Gap Priorities

THINGS TO DO

1. Review the critical business outcomes and associated workloads important to the internal and external customers.

2. Determine each mandated, critical, or discretionary workload.

3. Review the gap supporting each of the identified workloads.

4. Review the required classifications to fill the gap.

5. Use staff's input to determine the following for each gap:
   a. Does the gap halt a mandated function?
   b. Does the gap halt a function critical to our customer?
   c. Does the gap support a discretionary function?
   d. What is the cost/benefit to addressing the gap?
   e. What is the consequence of not addressing the gap?
   f. Are the resources and skills available to address the gap?
   g. Can we address the gap in the required timeframe to meet workforce needs?
   h. Will addressing the gap cause staffing shortages or excesses in other areas of the organization?
   i. Is the gap a temporary or permanent problem?

6. Talk to other areas of the department or the State to determine how their priorities affect your future staffing needs.

7. Prioritize the gaps and document the results using the answers to the items above.

WHY IS IT IMPORTANT?

In order to develop solutions that use available resources wisely, it is essential to determine the most critical future workforce gaps. Prioritizing the gaps enables the focus area to:

- Address the most critical gaps first.
- Continue to meet the department's strategic goals and the customer's critical business outcomes.
- Develop a plan for the future, which identifies future workload limitations and changes, as well as potential solutions.
- Ensures the department's limited resources address the most critical business needs.

KEY CONSIDERATIONS

And a Few More Questions…

- When will the gap occur and can you address it in time?
- Is addressing the gap in line with your strategic goals?
- How does not addressing the gap impact staff morale?
- Is a law or rule change necessary to address the gap?
- How does the political environment impact your gap priorities?

And Still More Questions…

- Is it within your control to impact the gap?
- Do you have the KSAs to impact the gap? If not, can you acquire the resources to assist you?
- How are other areas of the department or State Government with similar gaps addressing them?

Tools and Resources

- Business Plan
- Division and Section Work Plans
- Business Resumption Plan
- Pandemic Plan
- Strategic Plan
- Department Recruitment Team Strategic Plan
- IRS Strategies/Strategic Plan
- FTBnet2/Internet for Trends
- Timesheet Data
- Attrition Data
- Monthly Reports
- State Budget
- Recent Board Meeting Notes

7 – Determine Gap Priorities

The following questions may assist you when you are determining gap priorities for your workforce planning effort:

1. Are your workloads mandated, critical, or discretionary?

_____
_____
_____

2. Are your mandated and critical workloads adequately staffed? If not, when will the critical workloads require additional staff support and for how long?

_____
_____
_____

3. What are the consequences of delaying or not performing the workloads?

_____
_____
_____

4. What priorities do your customers and stakeholders place on the various workloads and business outcomes?

_____
_____
_____

5. What is the priority of each workforce gap identified? What future workforce gaps are the most critical to address in your business area?

_____
_____
_____

6. Who has to buy into the workforce gap priorities?

_____
_____
_____

7. Have you received executive input on your workforce gap priorities?

_____
_____
_____

8. What impact will addressing the workforce gaps have on the rest of the enterprise? What impact would not addressing the workforce gaps have on the rest of the enterprise?

_____
_____
_____

8 – Develop a Solution

THINGS TO DO

1. Determine if you need to go outside of your section or division to fill the gap.

2. Determine if you need to fill the gap by transfer, list appointment, cross train existing staff, Training and Development assignment, or other methods.

3. Provide opportunities for knowledge transfer and job shadowing before key retirements.

4. Update policies, procedures, and desk manuals to facilitate knowledge transfer.

5. Use individual training plans and provide/select training to target staff development.

6. Coach and mentor staff so they develop the necessary skills to fill the gap.

7. Assign complex issue/workloads to develop staff within the focus area.

8. Redistribute workloads to make vacancies easier to fill.

9. Develop recruitment plans, which include:
   a. Recruitment from within your section or division.
   b. Working with the Departmental Recruitment Team to target outside sources.
   c. Identify other areas within the department or state government with similar skill sets to recruit from.
   d. Partnering with other areas of the department that use staff with similar KSAs.

10. Review the exam plan and request any special examinations that the focus area needs.

11. Participate on exam panels to determine available staff talent.

12. Work with Human Resources to identify alternate classifications to fill the workforce gap.

13. Use the appropriate budget process to request additional positions to fill the gap.

WHY IS IT IMPORTANT?

Steps 1-7 provided the data for developing the best possible work force planning solution that enables the focus area to:
- Continue to meet the department's strategic goals and the customer's critical business outcomes.
- Develop long and short term plans and strategies to fill the future workforce gaps
- Target recruitment and retention efforts for specific levels of staff that possess the right knowledge, skills, and abilities (KSAs).

KEY CONSIDERATIONS

Be Flexible

Use flexible and creative staffing solutions, such as:

- Limited Term Appointments.

- Training and Development Assignments.

- Adjustments to skills and duties to recruit at lower classifications.

- Retired Annuitants to transfer knowledge.

Some Other Ideas to Think About

- Consult with Human Resources for difficult classification issues.

- Consider a recruitment and retention differential to address competitive salary issues and difficulties recruiting staff.

- Expand online exams for additional testing opportunities.

- Quantify the level of service available with only partial or no additional PYs.

Tools and Resources

- Business Plan
- Division and Section Work Plans
- Strategic Plan
- Department Recruitment Team Strategic Plan
- IRS Strategies/Strategic Plan

- Exam Staff and Exam Schedules
- State Personnel Board including the Transfer Calculator
- FTBNet2/Internet
- Personnel Management Consultants
- Department Recruitment Team
- Aspen

8 – Develop a Solution

The following questions may assist you to develop a solution for your workforce planning effort:

1. What position classification actions should be considered (including consolidating classifications, redefining classification series, or establishing new classifications)?

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_____
_____

2. What staff development strategies should be considered to prepare employees for specific positions or classifications?

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_____
_____

3. What recruitment/selection strategies might be considered to find and hire recent collage graduates, qualified candidates from other departments, or the private sector? What strategies could be used to improve examination results for open competitive or promotional exams through modified minimum qualifications and/or exam scope?

_____
_____
_____

4. What retention strategies should be considered to encourage employees to stay in the organization?

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_____
_____

5. What knowledge transfer strategies need to be considered to capture the knowledge of experienced employees before they leave the department?

_____
_____
_____

6. Is there enough time to develop staff internally for anticipated vacancies or new competencies, or is special, fast paced recruitment the best approach?

_____
_____
_____

7. Does existing staff demonstrate the potential or interest to develop new competencies and assume new or modified positions or is external recruitment needed?

_____
_____
_____

8. Will some organizations need to be restructured to meet business needs and strategic objectives?

_____
_____
_____

9 – Implement the Solution

1. Set up a meeting schedule with the implementation team.

2. Choose Team Lead, if appropriate.

3. Review the solutions from (Develop a Solution) and document the results.

4. Brainstorm the implementation tasks.

5. Develop a workplan that includes:
   a. Prepare a timeline with estimated begining and ending dates.
   b. Estimate the number of team members for each task.
   c. Assign task responsibilities.
   d. Assign team members to assist with each task.
   e. Identify responsibilities for other areas of the department.
   f. Identify milestones.

6. Estimate costs of proposed solutions.

7. To establish the cost of implementing the solution, identify the tools, people, information, and funds for the project. Request the resources through appropriate processes.

8. Develop performance measures to evaluate the success of solutions.

9. Develop a risk management plan.

10. Develop a communication plan to share impacts with affected stakeholders.

11. Use the Impact Analysis and Audience Analysis templates on the Project Oversight and Guidance (POG) Website to assist with developing change management plan for the implementation.

12. Conduct a retrospective of how things progressed and document lessons learned as they occur.

13. Seek feedback from the implementation team and the stakeholders to monitor progress throughout the implementation process.

WHY IS IT IMPORTANT?

A successful workforce gap solution requires careful planning. Through the planning effort, the focus area will:
- Share a common goal.
- Communicate implementation plans.
- Meet their key objectives.
- Facilitate change management.
- Identify the resource needs, timeframes, and tasks necessary for successful implementation.
- Complete all tasks and plans timely for a successful rollout.
- Address time sensitive issues early.

Planning is the Key

To ensure a successful implementation remember to:

- Take sufficient time for planning before you take action.
- Regularly monitor progress against your plan.
- Get feedback throughout the implementation process.
- Stay flexible and willing to adapt to change.

Think of Implementation as a Project

- Use the project management resources available on the POG Website.

- Work with the Employee Development Services Section to assist you with team building and meeting facilitation.

Tools and Resources

- POG Website and Staff
- Employee Development Services Website and Staff
- Workforce Planning Work Plan
- Risk Management Plan

- Communication Plan
- Impact Analysis Template
- Audience Analysis Template

9 – Implement the Solution

The following questions may assist you when you are implementing a solution during your workforce planning effort:

1. Has Executive Management's support for initial and on-going implementation of your plan been secured?

_____
_____
_____

2. Have the resources necessary to carry out the workforce solution been confirmed and committed (i.e. PYs, equipment, training dollars, etc.)?

_____
_____
_____

3. Have the roles and responsibilities for implementing the solution been confirmed? This includes identifying who is involved in implementing what and identifying the need for coordination and communication among different parts of the department or with other entities.

_____
_____
_____

4. Have acceptable timelines been established and approved?

_____
_____
_____

5. Have performance measures, milestones, and expected deliverables been defined?

_____
_____
_____

6. Have any change management issues been identified and a plan to address them been created?

_____
_____
_____

7. Has a communication plan been established?

_____
_____
_____

10 – Evaluate the Results

1. Gather feedback from staff and stakeholders who participated in the workforce planning process.

2. Brainstorm with the workforce planning team to determine what:
   a. Went well?
   b. Did not go well?
   c. Lessons were learned?
   d. We would repeat?
   e. We would do differently next time?

3. Gather data and reports that reflect the results of the workforce planning effort.

4. Compare the results of the workforce planning effort to the performance measures to determine successes or failures.

5. Review the various work plans and templates from the process and discuss the successes and failures.

6. Determine the final cost and benefit of the project and discuss whether available resources met the objectives.

7. Document the results including a compilation of the lessons learned.

8. Conduct a project retrospective with the workforce planning team.

WHY IS IT IMPORTANT?

Once you implement the solution to the workforce gaps, evaluate the results of your efforts in order to:

- Compare the results against the performance measures.
- Determine that you met objectives.
- Identify workforce gaps that remain.
- Evaluate the process to improve and change future efforts.
- Determine if the time and resources support repeating the process.
- Determine the cost effectiveness of the allocated budget and resources.
- Provide a documented history.
- Determine if focus area staff benefited as a result of the workforce planning efforts.
- Provide project closure.

KEY CONSIDERATIONS

Communication and Documentation

To obtain useful feedback from your team, staff, and stakeholders on your workforce planning efforts:

- Measure the success of your change management and communication efforts through the entire workforce planning and implementation process.

- Encourage participation to get an honest assessment.

Celebrate Success

- Everyone worked hard and devoted a lot of time and effort. Remember to celebrate success!

Tools and Resources

- POG Web Site and Staff
- Office of Corporate Planning Staff – For Surveys and Focus Groups
- Project Retrospective
- Project Work Plan and Project Templates
- Project Communication Plan
- Project Brainstorming Notes
- Surveys
- Focus Groups

10 – Evaluate the Results

The following questions may assist you when evaluating the results of your workforce planning effort:

1. Has the strategic plan changed since the beginning of your workforce planning efforts? If so, what are the implications for the strategies implemented?

_____
_____
_____

2. Has the business plan changed since the beginning of your workforce planning efforts? If so, what are the implications for the strategies implemented?

_____
_____
_____

3. Have the implemented strategies achieved the intended results?

_____
_____
_____

4. What worked well during the workforce planning effort?

_____
_____
_____

5. What did not work well during the workforce planning effort?

_____
_____
_____

6. What was the cost/benefit of implementing the solution?

_____
_____
_____

7. To what extent were the demand and supply projections accurate?

_____
_____
_____

8. Is a new analysis necessary before revising the strategies?

_____
_____
_____

9. What adjustments to the strategies are needed? What changes would you make to the planning process itself?

_____
_____
_____

10. Was the plan effectively communicated?

_____
_____
_____

Notes

Projected Workforce Needs
Sample Matrix

The following chart documents the current workforce, anticipates future need based on new initiatives, new skills needed, new programs, organizational structure changes, and explains the projected need.

Classification Title	PYs Needed	Current Staff	Gap	Comments:
CEA	1	1	0	
Office Assistant, Typing	2	3	+1	Due to technology, support staff will decrease
Administrator III	2	1	-1	Retirement
Associate Tax Auditor	3	1	-2	Accepted Position with IRS
Associate Operations Specialist	1	2	+1	Program Transferred to DCSS.
Labor Relations Specialist	1	1	0	
Personnel Specialist	5	2	-3	
Senior Information Systems Analyst	2	1	-1	Need additional staff to support new technology.

Notes